

MEMORANDUM FOR: Bob Gates

Bob

Here's my first stab. For the case studies, I have just tried to describe the issues I would hope the case studies would bring out. Once that is decided, then I would expect the faculty to find the best cases to make those points, among others.

In the use of case studies, like the Harvard Business School philosophy, I am in favor of the students examining as many of them as their shoulders will support - rather than just a few sample studies.

☐ also has a copy

FYI, I am doing an initial concept paper on this idea for our use (hope to have Friday but no promises) - just so you won't waste the time doing the same thing.

☐
Date *4/30/50*

STAT

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Intelligence Professional
(Draft Curriculum)

I Product - (Case Studies)

Part 1 - Short term support of decisionmaking

- Case 1 - Met need - President was consumer
- Case 2 - Met need - Military consumer
- Case 3 - Failed to meet need - President consumer
- Case 4 - Failed to meet need - Military consumer

Part 2 - Long term support of decisionmaking

- Case 5 - Met need - President was consumer
- Case 6 - Met need - Military consumer
- Case 7 - Failed to meet need - President was consumer
- Case 8 - Failed to meet need - Military consumer

Part 3 - Results of IC Initiatives

- Case 9 - Counterintelligence - Success
- Case 10 - Counterintelligence - Failure
- Case 11 - Covert Action - Success
- Case 12 - Covert Action - Failure

II Collection (Actual case studies used for illustration to greatest extent possible)

Part 1 - Fundamentals of Collection Technology

1. Satellites/airplanes
2. Radio intercept
3. Tradecraft technology

Part 2 - Fundamentals of HUMINT

1. Psychology of Agents
2. Tradecraft
3. Assessing risk/benefit

Part 3 - Collection Issues/Problems

1. Ethical principles/resolving ethical dilemmas
2. Relation of Collection to Analysis
3. Relation of Collection to Product

Part 4 - In the Field

1. Application of Technology
2. Tradecraft

III Analysis

Part 1 - Fundamentals of Analysis

1. Traditional techniques
2. New techniques
3. Novel applications
4. New/seldom tapped data sources

Part 2 - Case Studies

- Case 1 - The right application of techniques to the problem
- Case 2 - Inappropriate techniques
- Case 3 - Inadequate techniques
- Case 4 - Surprising results from imaginative applications
- Case 5 - Insufficient exploration for available raw data

Part 3 - Analysis Issues/Problems

1. Ethical questions
2. Relationship of the Analyst to the Collector
3. Intelligence and Policy. The obligations and limits of analytic support.

IV Management - (Case studies)

Part 1 - Financial

- Case 1 - The Case Officer
- Case 2 - The Station
- Case 3 - The Branch/Division
- Case 4 - The Agency
- Case 5 - NFIP Budget
- Case 6 - Contracting

Part 2 - Personnel

Case 7 - Geographic separation of Chief from troops

Case 8 - Supervision vs free hand

Case 9 - Fundamentals of Leadership

Case 10 - When have you lost control?

Case 11 - Climate for innovation

Case 12 - Personal ethics vs institutional ethics

Part 3 - Assets (People & Things)

Case 13 - Orchestrating Community assets (NITC) - Tactical problem

Case 14 - Orchestrating Community assets (NITC) - National problem

Case 15 - Agents

Case 16 - HQ vs Field